Where people thrive

Corporate Strategy
2026-2029

apex

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RIGHT:
1. Marking 60 years of Apex
2. 'Housing for All' celebration
3. Parkgate Avenue, Belfast

1

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Foreword

by Liam Hannaway Chairperson, and Sheena McCallion Chief Executive

Apex enters this three year period with a clear purpose and a continued commitment to delivering safe, high-quality homes and services for our tenants and residents.

This Corporate Strategy focuses on strengthening our organisational foundations and delivering sustainable future growth to meet increasing demand.

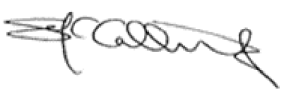
Our new structure and refreshed values are now taking shape across the organisation. This strategy prioritises embedding the highest standards, strengthening governance and compliance, and maintaining strong financial resilience - core expectations within the NI housing and regulatory environment. Developed with insight from tenants, residents, staff, our Board and Group members, this plan reflects an organisation continuing to evolve with clarity and ambition.

We recognise the pressures facing tenants, communities and the wider sector. This strategy places emphasis on consolidating what we do well, and targeted, sustainable growth and improvement where it will have the greatest impact. Our focus includes continued growth, investing in our people, improving service delivery, maintaining financial resilience and working in partnership to achieve better outcomes.

This period of consolidation is intentional. By strengthening our foundations, we create a robust platform for continued growth, enabling Apex to respond confidently to emerging needs, opportunities and challenges.

This strategy sets a clear, measured direction for the years ahead. Working together, we will continue to deliver positive, lasting impact for the communities we serve.

Liam Hannaway
Chairperson



Sheena McCallion
Chief Executive

About Apex

We provide and maintain more than 7,000 high-quality homes and provide support to more than 18,000 tenants and residents across Northern Ireland.

As a not-for-profit housing association, we work to social enterprise principles and employ more than 650 staff. Over the next three years, the number of Apex homes is expected to grow to around 8,500.

We provide:

- *General needs housing for families and single people*
- *Purpose-built accommodation for older people and families with complex needs*
- *Supported housing for people with mental ill health, learning disabilities, or alcohol/drug addictions; young people in need of support; and older people*
- *Housing support for vulnerable groups under the Supporting People programme*
- *Support services for tenants and the wider community through our community investment programme*
- *Community buildings managed by local community groups*

We work with others

Apex works with Newington Housing Association, using our joint resources for mutual benefit. We also provide services on behalf of Apex Housing Association (Ireland).

High-quality homes

more than **7,000**
high-quality homes provided and maintained by Apex

Tenants and residents

over **18,000**
tenants and residents live in Apex accommodation

Apex staff

more than **650**
staff are employed by Apex

Corporate highlights 2023-2026

DfC regulatory rating

1

the highest regulatory rating '1- meets the standards'

New homes for tenants

770

brand new homes handed over to new tenants

Repairs service

89,000

repairs completed

Tenant engagement

£115,000

invested in tenant engagement

Staff development

53

staff supported to achieve accredited qualifications

Governance/viability

A-

retained Standard & Poors investment grade credit rating

Disabled adaptations

540

disabled adaptations completed

Customer satisfaction

89%

of tenants satisfied with Apex's overall service

Tenancy sustainment

500+

people assisted through wellbeing support service

Housing Awards

CIH Award for best housing development (Dunineany View)

Bond finance

£80m

bond finance secured with Pension Insurance Corporation

Upgrades & maintenance

£23m+

planned upgrades and cyclical maintenance

Tenant engagement

12,000

people engaged through events and activities

Additional benefits

£750,000+

accessed for tenants through Apex's Welfare Advice Service

Supportive workplace

£130,000

invested in employee wellbeing

Vision, mission and values

Our vision, mission and values continue to underpin everything we do as an organisation, both collectively and individually.

Vision

For every person to enjoy great quality homes and support in vibrant and caring communities.

CORE Values

Care
We want to make a positive difference to people's lives.

Ownership
We are all responsible for ensuring we deliver our mission.

Excellence
We lead the way, aim to get it right and continuously improve.

Respect
It's how we treat everyone! We are better together.

Mission

To lead the way in building sustainable communities through the delivery of quality, affordable homes including tailored support and care services.

The bigger picture

As a key partner in delivering government's housing agenda, Apex operates within a range of national strategies and statutory requirements that guide how we improve housing outcomes and support communities across Northern Ireland.

This strategy has been developed taking account of key government strategies and Apex's role in contributing to their successful delivery including:

- *Programme for Government 2024-2027*
- *Housing Supply Strategy 2024-2039*
- *Ending Homelessness Together: Homelessness Strategy 2022-2027*
- *Warm Healthy Homes Strategy 2026-2036*
- *Supporting People Strategic Intent 2026-2031*
- *Strategy for Sustainability Management in the United Nations*

Challenges and opportunities

A range of external challenges and emerging opportunities will shape how we deliver this strategy and continue meeting the needs of our communities. Understanding the economic, regulatory, technological and customer-driven factors influencing our environment will help ensure Apex remains resilient, responsive and well-positioned for continued growth.

Key external factors shaping delivery of this strategy include:

- *Adequate funding and infrastructure investment to deliver social and affordable housing targets.*
- *Public funding for supported living services.*
- *Available and affordable private finance.*
- *Compliance with new legislation.*
- *Recruitment and retention of a highly skilled workforce.*
- *A changing tenant profile, with increasingly complex support needs.*
- *The rapid advancement of Artificial Intelligence (AI).*
- *The cost of living and the move to Universal Credit.*
- *Partnership opportunities to deliver vibrant and caring communities.*

We will harness every opportunity, respond proactively to emerging challenges and ensure strong risk management as we pursue our vision.

Our priorities

We have identified five strategic priorities for the next three years.

1. Focus on our people

Fully embed our new organisational structure, equip and energise our teams to deliver excellent services, celebrate those who live our values, and reinforce that every member of the team matters and contributes to our mission.

2. Support our tenants

Support tenants and residents by meeting their changing needs, deliver efficient services, strengthen partnerships, and promote engagement - to create safe, secure homes and sustainable communities where people can thrive.

3. Deliver high-quality homes

Provide new high-quality homes that are sustainable and energy efficient and deliver a high-performing maintenance service that focuses on the safety and comfort of tenants and residents.

4. Communicate and engage

Strengthen our voice and increase our impact by anticipating external challenges, influencing policy and practice and working collaboratively with partners to deliver better outcomes for individuals and communities.

5. Lead a strong organisation

Maintain financial resilience, drive continuous improvement, deliver cost effective services and embed efficiency across the organisation to support long term organisational strength and positive outcomes for tenants and communities.

PRIORITY 1:

Focus on our people

What we plan to do:

- Focus on our values; everyone matters and can contribute to making a positive difference
- Energise and empower our team
- Embed our new organisational structure
- Equip staff with the appropriate skills and knowledge to deliver high-quality services
- Improve leadership skills through an upskilling/ enablement programme for senior and middle management

PRIORITY 2:

Support our tenants

What we plan to do:

- Provide a safe, secure home for all
- Create sustainable communities
- Promote community investment
- Review service delivery, ensuring it remains sustainable, strategically relevant and meets service user needs

PRIORITY 3

Deliver high-quality homes

What we plan to do:

- Deliver a steady growth programme
- Build sustainable homes
- Research new renewable heating technologies, incorporating a fabric first approach
- Deliver a high-performing, tenant-focused maintenance service

PRIORITY 4

Communicate and engage

What we plan to do:

- Communicate effectively to drive service improvement
- Prioritise tenant engagement
- Strengthen the tenant voice
- Influence policy and practice
- Work collaboratively with partners to deliver better outcomes

PRIORITY 5

Lead a strong organisation

What we plan to do:

- Ensure effective governance and compliance
- Promote sustainability
- Grow the balance sheet, while meeting key financial targets
- Deliver cost effective services
- Implement effective and efficient digital solutions
- Achieve ISO 9001 and ISO 14001 standards in the delivery and maintenance of homes

Delivering the strategy

This strategy is part of a wider suite of strategies for 2026-2029 including:

- Tenant & Resident Engagement Strategy
- Community Investment Strategy
- Sustainability Strategy

Annual business plans will provide the roadmap for delivering these strategies over the next three years. The plans will outline our commitments in line with the strategies and set out in detail the tasks to be undertaken to achieve Apex's strategic objectives.

Monitoring and review
We will continuously monitor and periodically evaluate the success of this strategy.

Quarterly Progress
The annual Business Plan and Strategy Action Plans will be reviewed quarterly, with updates provided to the Apex Board.

Annual Progress
The Board will also review delivery of the Business Plan annually, and the Apex Annual Report will provide an update on achievement of this strategy and the associated business plan.

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As a sustainable association, Apex aims to produce all printed materials as sustainably and efficiently as possible.

Find out more about our sustainability vision, see Apex Sustainability Strategy 2026-2029.